



Strategic Goal 7: Strengthening Consular and Management Capabilities

Provide the best visa and American citizen services possible that are compatible with our responsibilities for homeland security, and to ensure a high quality workforce, including locally employed staff, supported by modern secure infrastructure and operational capabilities

I. Public Benefit

The Department's commitment to protecting America's homeland has resulted in collaboration with the Department of Homeland Security and other government agencies, to establish a shared vision that includes: improved technology and efficiency at ports of entry and in visa processing; more secure travel documents for the 21st century; and smarter screening technology for government officials to use at home and abroad. In addition, the Department of State has the vital responsibility of supporting U.S. citizens while they are overseas. Approximately four million Americans reside abroad, and Americans make about 60 million trips outside the United States each year. The Department continues to enhance the integrity of the U.S. passport, while maintaining the highest standards for excellence in customer service. Improvements such as the e-passport, which contains a chip on which biometric and biographic information is recorded, will help strengthen international border security by ensuring both that the document is authentic and that the person carrying the e-passport is the American citizen to whom the document was issued. To alert Americans to conditions that may affect safety and travel abroad, the Department disseminates threat assessments to posts abroad and announcements to the public as quickly as possible using all available means. U.S. embassies and consulates offer a broad range of services to U.S. citizens abroad in cases of illness, death, and other crises such as falling victim to a crime, political unrest or natural disaster. The Department also works with other USG agencies, foreign governments and international organizations on transportation security initiatives and encourages countries to implement an intercountry adoption system.

To strengthen management capabilities, the Department of State pursues human resource initiatives aimed at building, deploying, and sustaining a knowledgeable, diverse, and high-performing workforce. The Department continues to maintain and develop the skills needed to implement the Secretary's vision of transformational diplomacy, such as advanced foreign language proficiency, public diplomacy, and leadership and management preparedness. The Department provides and maintains secure, safe and functional facilities for its domestic employees and for both agencies' overseas employees. The Department and USAID work to operate and strengthen the logistical, administrative and other operational infrastructure and services necessary to accomplish their missions. The Department identified six FY 2006 management priorities to accomplish in the areas of: 1) The President's Management Agenda; 2) Regionalization and rightsizing; 3) Secure borders and open doors; 4) Training and operational readiness; 5) Quality of life; and 6) Knowledge management. By the end of FY 2006, the Department met or exceeded a majority of the targets set for these priorities. We have developed alternative approaches for the remaining targets and are working hard to accomplish them. For FY 2007, the Department is pursuing additional management goals under the three broad themes of: 1) Provide world-class services to the Department's global customers; 2) Make the Department's people, facilities, information and borders safe and secure; and 3) Aggressively recruit a skilled and diverse workforce, provide continuous career development and training, and foster an enhanced quality of life for the Department's employees and their families.

II. Resource Summary (\$ in Thousands)

	FY 2006 Actual	FY 2007 Estimate	FY 2008 Request	Change from FY 2007	
				Amount	%
Staff	10,290	10,230	10,547	317	3.10%
Funds	\$5,742,685	\$4,093,984	\$4,829,937	\$735,953	17.98%

Note (1): FY 2006 contains \$1.3 billion in supplemental funding for operations in Iraq.



III. Strategic Goal Context

Shown below are the indicators, accounts, bureaus and partners that contribute to accomplishment of this strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Indicator	Major Accounts	Lead Bureau(s)	Key Partners
Strengthening Consular and Management Capabilities	Number of Days Between Receipt and Issuance of a Passport (PART)	D&CP	CA	GPO, Treasury, DHS, SSA, USPS, USMS, HHS, ICAO
	Development of Biometrics Collection Program for U.S. Visas (PART)	D&CP	CA	GPO, Treasury, DHS, SSA, USPS, USMS, HHS, ICAO
	Status of Internet-Based Registration System (IBRS)	D&CP	CA	DOJ, DoD, DOT
	Status of Hague Convention on Intercountry Adoption	D&CP	CA	DOJ, HHS, DOT, NCMEC, NGOs
	Language-Designated Positions Filled With Qualified People	D&CP	HR, FSI	Other USG foreign affairs agencies
	Students in Critical Languages Attaining Objectives	D&CP	FSI, HR	Other USG foreign affairs agencies
	Teachers and Administrators Receiving Technology Training	D&CP	A	Academia, private sector
	Learning Management System and Distance Learning	D&CP	FSI	Other USG foreign affairs agencies
	Secure IT Infrastructure Available Anytime, Anywhere	CIF, D&CP	IRM	Other USG foreign affairs agencies
	Improved IT Shared Services	CIF, D&CP	IRM	Other USG foreign affairs agencies
	Implementing New Messaging System - SMART	CIF, D&CP	IRM	Other USG foreign affairs agencies
	Accountability Review Boards Convened	D&CP	DS	DHS, CA
	Major Compound Security Upgrade Program Projects Completed (PART)	ESC&M	OBO	DS, other USG foreign affairs agencies
	New Building Sites Acquired for Capital Security Construction (PART)	ESC&M	OBO	DS, other USG foreign affairs agencies
	Capital Security Construction Projects Awarded (PART)	ESC&M	OBO	DS, other USG foreign affairs agencies
	Construction of New USUN Office Building	D&CP	A	GSA, USUN in New York
	Renovation of the Harry S Truman Building	ESC&M	A	GSA
	Joint Financial Management System	D&CP	RM	OMB, other USG foreign affairs agencies
	Cost Savings or Cost Avoidance Generated through Competitive Sourcing	D&CP	A	OMB, other USG foreign affairs agencies
	Non-Location-Specific Business/Line Service Areas	D&CP	A	OMB, other USG foreign affairs agencies
	UN System Organizations' Workforce That Is American	D&CP	IO	Various IOs



IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2008 performance indicators and targets are shown below.

Indicator #1: Number of Days Between Receipt of Routine Passport Application by Passport Services and Issuance of a Passport (PART)		
Output		
TARGETS	FY 2008	90 percent of passport applications processed to issuance within 19 business days of receipt.
	FY 2007	90 percent of passport applications processed to issuance within 19 business days of receipt.
RESULTS	2006	We are experiencing an unprecedented increase in workload in FY 2006; year-to-date passport receipts are 24 percent above last year. In addition, the New Orleans Passport Agency has not yet fully recovered from Hurricane Katrina (though personnel continue their superb efforts to reach full production capacity). To date, 90 percent of passport applications are being processed to issuance within 21 business days.
	2005	In FY 2005, the Department issued 87.1 percent of passports within 19 business days of receipt. As a result of Hurricane Katrina in August 2005 and subsequent closure of the New Orleans Passport Agency, as well as increased demand, we missed our aggressive target for this fiscal year by only 2.9 percentage points.
	2004	90 percent of passport applications processed to issuance within 21 business days of receipt.
	2003	90 percent of passport applications processed to issuance within 23 business days of receipt.
DATA QUALITY	Indicator Validation	This indicator measures the timeliness of passport issuance.
	Data Source	Bureau of Consular Affairs data records



Indicator #2: Development of a Biometrics Collection Program for U.S. Visas: Facial Recognition (PART)		
Outcome		
TARGETS	FY 2008	Continued smooth operation and technical advancement of Facial Recognition (FR) program.
	FY 2007	Continued development of FR capabilities and collaboration with other agencies.
RESULTS	2006	Phase II of FR Program launched in October 2005, expanding program to high-fraud and high-risk applicants. Ad hoc FR checks deployed to posts. Photo quality and photo comparison training for posts developed in 2006. Collaboration expanded to DHS and DoD.
	2005	Biometric collection from visa applicants continues at all posts. FR being done on selective basis with plans for expansion. Upgrades in technology deployed with new releases of new systems.
	2004	Deployment of biometric collection capability to consular posts worldwide.
	2003	Biometric program and practical application of Facial Recognition technology continue. Working with DHS and National Institutes of Standards of Technology, set a biometrics-based standard for the documentation of the visa process. Development work begins on worldwide biometrics collection.
DATA QUALITY	Indicator Validation	Testing of the systems to determine whether they work as intended and successful use of the systems to capture and share biometric data and produce visas incorporating the agreed upon technology standards will indicate whether the program has been a success.
	Data Source	Bureau of Consular Affairs workload statistics and management reports.



Indicator #3: Status of Internet-Based Registration System		
Output		
TARGETS	FY 2008	The internet-based registration system (IBRS) serves at least four million American citizen travelers and expatriates. The IBRS system has expanded to share data with the crisis application as well as American citizen services case management system application (ACS+).
	FY 2007	A Fall 2006 travel registration publicity campaign substantially increases the number of American citizens registering in the IBRS and Bureau of Consular Affairs (CA) explores online passport application and web-based support for task forces allowing on line public inquiry for welfare and whereabouts of family members and loved ones. The system is updated to allow text messaging as well as email and telephone messaging.
RESULTS	2006	By the end of FY 2006, more than half a million U.S. citizen travelers registered in the Department's online database in response to a publicity campaign and continued international security concerns. Travel information, such as Consular Information Program documents, is automatically delivered to all registrants. The deployment of new software in Washington and at overseas consular posts provides for efficient delivery of registrants' travel information to the appropriate posts' case management systems.
	2005	Registration in IBRS passed the 300,000 mark spurred on by Americans security concerns after events such as the Asian tsunami, during which IBRS data was used for the first time by a CA task force. The website's public availability became more reliable as the Department gained experience in managing the IBRS servers and application. Down time and problem reports dropped substantially by the end of the year. Posts began to use IBRS data as a part of warden management.
	2004	U.S. citizens have the ability to use a global Internet-based registration system to inform U.S. embassies and consulates about their planned travel to other countries so that they can be contacted in an emergency.
	2003	Contract to manage the on-line registration system is on schedule and a 30-Day Notice of Proposed Information Collection was published in the Federal Register in September 2003.
DATA QUALITY	Indicator Validation	Global access to an online registration system with a database maintained and protected behind the Department's firewalls which can import data into the current American citizen services application provides easily accessible, secure registration and management of U.S. citizen contact data, and enables efficient delivery of travel information and consular emergency services anywhere in the world.
	Data Source	Internet Based Registration System data, U.S. Embassy American Citizen Services units, and Bureau of Consular Affairs data records.



Indicator #4: Status of Hague Convention on Intercountry Adoption		
Output		
TARGETS	FY 2008	Submit to Congress first reports mandated by the Intercountry Adoption Act on Hague and Non-Hague intercountry adoptions.
	FY 2007	Case registry for adoption cases finalized; U.S. instrument of ratification deposited in 2007. Incoming and outgoing adoptions meet legal standards of the Hague Convention.
RESULTS	2006	Final regulations on accreditation of adoption service providers and preservation of Convention records were published in the Federal Register on February 15, 2006. The proposed rule on issuance of Hague certificates and declarations in Convention adoption cases was published in the Federal Register on June 16, 2006. The proposed rule on orphan visa processing was published in the Federal Register on June 22, 2006. Proposed rule also issued, jointly with the Department of Homeland Security, on reporting requirements for both Convention and non-Convention emigrating adoption cases. On June 29, 2006, the Department signed a Memorandum of Agreement (MOA) with the State of Colorado regarding performance of duties as an accrediting entity for adoption service providers seeking Hague Convention accreditation. The Department also signed a separate MOA with the Council on Accreditation.
	2005	Adoption accreditation regulations published for public comment. Adoption complaint registry developed and tested. Negotiations with potential accrediting entities toward signing agreements begun.
	2004	Answered major public comments in Federal Register, issued revised proposed regulations on the accreditation and approval of adoption service providers, and negotiated Memoranda of Agreement with qualified accrediting entities.
	2003	A Proposed Rule on the implementation of the Hague Convention on Intercountry Adoption and the Intercountry Adoption Act of 2000 was published in the Federal Register in September 2003.
DATA QUALITY	Indicator Validation	The Office of Overseas Citizens Services is meeting the Convention's responsibilities.
	Data Source	Bureau of Consular Affairs records



Indicator #5: Percent of Language-Designated Positions at Overseas Missions, Filled by People Who Fully Met the Language Requirements		
Output		
TARGETS	FY 2008	Eighty percent or better
	FY 2007	Eighty percent or better fully meet the requirements, contingent on receiving funding requested for FY 2007 foreign language programs.
RESULTS	2006	84.72 percent fully met the requirements. Another 8.35 percent partially met the requirements.
	2005	82.34 percent fully met the requirements. Another 10.79 percent partially met the requirements.
	2004	82.55 percent fully met the requirements. Another 9.89 percent partially met the requirements.
	2003	83 percent fully met the requirements. Another 12 percent partially met the requirements.
DATA QUALITY	Indicator Validation	As an indicator of how well the assignments process works to get the people with needed skills in place, this is a good indicator as it only measures filled positions (not vacancies). However, as the baseline of language-designated positions increases due to changing requirements and a renewed emphasis on language skills in the Career Development Program, the percentage may not increase. Finally, success is partially controlled by resources available for training and sufficient personnel to accommodate training while still meeting other mission requirements.
	Data Source	This indicator is calculated by Office of Career Development and Assignments based on panel actions in the appropriate fiscal year. This indicator is reported yearly to Congress as required by statute.



Indicator #6: Percentage of Students in Critical Needs Languages Attaining Skill Objectives		
Outcome		
TARGETS	FY 2008	80 percent or better
	FY 2007	80 percent or better
RESULTS	2006	84 percent
	2005	90 percent
	2004	92 percent
	2003	81 percent
DATA QUALITY	Indicator Validation	The data are screened and provides the most accurate measure for tracking performance as it tracks time spent in language training and resulting end-of-training test results.
	Data Source	The Student Training Management System and language test scores.



Indicator #7: Number of Teachers and Administrators Receiving Technology Training		
Output		
TARGETS	FY 2008	310 annual participants
	FY 2007	300 annual participants
RESULTS	2006	290 annual participants
	2005	280 annual participants
	2004	270 participants
	2003	260 participants
DATA QUALITY	Indicator Validation	The Department supports overseas posts by ensuring to the fullest extent possible the availability of elementary and secondary educational opportunities to prepare USG dependents for reentry into the U.S. educational system. Success with efforts to train teachers and administrators from Department-assisted schools at the Jefferson Overseas Schools Technology Institute, the NASA In-Service Aerospace Institute, and Regional Education Associations should correlate with overall student success.
	Data Source	Overseas regional educational associations and Office of Overseas Schools internal automated and physical records and reporting systems.



Indicator #8: Use of Learning Management System and Distance Learning		
Outcome		
TARGETS	FY 2008	140 percent over baseline
	FY 2007	100 percent over baseline
RESULTS	2006	17,363 (129 percent over baseline)
	2005	11,367 (50 percent over baseline)
	2004	<u>Baseline</u> : 7,570
	2003	N/A
DATA QUALITY	Indicator Validation	The Foreign Service Institute issues user passwords to its internet based Learning Management System to provide access to online training. An increase in accounts represents more wide-spread use of distance learning and indicates that we are providing accessibility to the right training to world-wide customers at the right time. Distance learning represents a more cost-efficient method of training comparative to classroom based training, particularly in the Department of State context where the majority of employees are stationed in our 250 plus missions worldwide. Through distance learning we are able to provide cost effective training opportunities which will have the outcome of a better prepared workforce; improve effectiveness in employee work performance; foster potential cost avoidance of travel and per diem related to training; and increase training opportunities for overseas personnel.
	Data Source	Department of State corporate training databases: Student Training Management System and Learning Management System.



Indicator #9: Modern, Secure Information Technology Infrastructure Available Anytime, Anywhere		
Input		
TARGETS	FY 2008	<ul style="list-style-type: none"> Four-year life cycle modernization program continues for the unclassified and classified networks. 116 additional domestic and overseas Local Area Networks are scheduled for modernization - 58 unclassified and 58 classified. Number of core and occasional teleworkers under the project OpenNet Everywhere (ONE) will be increased by 1,500. Network availability will be maintained at an average rate of 99.8 percent or better.
	FY 2007	<ul style="list-style-type: none"> Four-year life cycle modernization program continues for the unclassified and classified networks. 169 additional domestic and overseas Local Area Networks are scheduled for modernization - 89 unclassified and 80 classified. Number of users of the unclassified network in remote locations, i.e. core and occasional teleworkers are increased by 1,000. Network availability maintained at an average rate of 99.7 percent or better.
RESULTS	2006	<ul style="list-style-type: none"> 168 additional domestic and overseas Local Area Networks were modernized - 93 unclassified and 75 classified. A total of 4,438 core and occasional teleworkers were using ONE at home and in remote locations. This is a gain of 3,587 new users in one fiscal year. Network availability at an average rate of 99.6 percent or better as result of exceeding the target to install 300 Virtual Private Networks for embassy circuits by end of FY 2006.
	2005	<ul style="list-style-type: none"> 152 domestic and overseas Local Area Network projects were completed, which included 87 unclassified and 76 classified modernizations. Pilot test of the project to provide access to the unclassified network for core and occasional teleworkers successfully completed. 851 users were using this new method of remote access by the end of the fiscal year. Network availability increased to 99.5 percent. A total of 261 Virtual Private Networks for embassy circuits was installed, thereby exceeding the target of 260 for FY 2005 and making significant progress toward the FY 2006 target of installing an additional 40 such networks.
	2004	<ul style="list-style-type: none"> Began modernization program for classified and unclassified computers. Virtual Private Networks installed at 200 posts. Network availability improved to an average of 99 percent. Certification and Accreditation process completed for all major applications.
	2003	<ul style="list-style-type: none"> More than 43,000 users representing all of the Department's knowledge workers had desktop Internet access. Classified Computer Program expanded to all 224 eligible overseas posts. 125 Virtual Private Networks installed; network availability at 98 percent. Certification and Accreditation of 33 percent of major applications.
DATA QUALITY	Indicator Validation	This indicator directly measures progress toward modernization, network availability and deployment of mobile connectivity to the Department's networks. The E-Government Program Board, composed of senior officials, which decides on the use of the Department's Information Technology resources, receives periodic progress reports on projects to implement a modernized infrastructure.
	Data Source	The manager of the Global IT Modernization Program reports monthly to the Chief Information Officer and Under Secretary for Management on completed vs. planned installations. The Department's E-Government Program Board receives periodic progress reports on this program, the mobile computing program, and on the program to maintain the secure global networks.



Indicator #10: Improved Information Technology Shared Services Through Consolidation		
Input		
TARGETS	FY 2008	<p>Standard IT Shared Services provided by Bureau of Information Resource Management (IRM) :</p> <ul style="list-style-type: none"> 25 bureaus using Desktop Computing Services (provides help desk support 24 hours a day/7days a week for passwords, personal computers, telephones, networks, servers, e-mail and IT security). 25 bureaus using Mobile Computing Services (provides Personal Data Assistant devices, cell phones, Blackberries and management support). 20 bureaus using Enterprise Server Operations Center to house and maintain their file and print servers.
	FY 2007	<p>Standard IT Shared Services provided by IRM:</p> <ul style="list-style-type: none"> 10 bureaus using Desktop Computing Services (provides help desk support 24 hours a day/7days a week for passwords, personal computers, telephones, networks, servers, e-mail and IT security). 10 bureaus using Mobile Computing Services (provides Personal Data Assistant devices, cell phones, Blackberries and management support). 7 bureaus using Enterprise Server Operations Center to house and maintain their file and print servers.
RESULTS	2006	A Program Management Office was established in the Bureau of Information Resource Management for Department-wide IT service consolidation. Implementation plan for consolidating IT services was completed. The Bureau of Administration and the Office of the Director of Foreign Assistance were transitioned to IRM-provided standard IT shared services.
	2005	The Department's E-Government Program Board established Duplication Action Team, which identified areas of IT service duplication and key targets for consolidation.
	2004	N/A
	2003	N/A
DATA QUALITY	Indicator Validation	This indicator directly measures progress by tracking the number of planned vs. actual organizations transitioning to shared services. The Department's E-Government Program Board, composed of senior officials, which decides on the use of the Department's Information Technology resources, receives periodic progress reports on implementation of planned consolidations.
	Data Source	Bi-weekly reports to the Chief Information Officer and monthly to the Under Secretary for Management on completed versus planned installations. The E-Government Program Board receives periodic progress reports.



Indicator #11: Progress Towards Implementing a New Messaging System		
Output		
TARGETS	FY 2008	Conduct Worldwide Deployment of State Messaging and Archive Retrieval Toolset (SMART) solution. Provide effective operations and maintenance, with new targets to be established as part of the Department's FY 2007-11 IT Strategic Plan.
	FY 2007	Successfully deploy SMART quick-win functionality to users which includes: Instant Messaging, Groove, and Sharepoint. Successfully pilot messaging solution to select group of posts.
RESULTS	2006	Detailed planning and re-baselining completed resulting in SMART Plan B. Design work conducted for all SMART components. Development laboratory established. Development work conducted for SMART quick-win functionality.
	2005	Requirements review resulted in a validated list of derived systems requirements. Based on a number of usability tests and demonstrations, the decision was reached to move forward with a revised SMART architecture that leverages the Department's existing modern email infrastructure for the transmission of formal Command and Control messaging traffic.
	2004	In March FY 2004, the contractor requested a 3-week delay to investigate a hybrid solution, which led to the establishment of the Phase 1A Beta Solution with an end date of October 15, 2004. Completed design demonstration. Installed a secure processing facility. Signed Memorandum of Understanding.
	2003	Secretary of State approved a new need-to-know policy; SMART prototype (Proof-of-Concept) developed and evaluated; centralized approach approved; and integrated acquisition team established.
DATA QUALITY	Indicator Validation	This indicator is appropriate because achievement of targets, which will be actively and closely tracked, will measure progress toward development of the SMART project. In addition, this project has been revalidated, and continues to represent a high Department IT priority, and as a consequence receives frequent senior management scrutiny. When completed, SMART will implement a modern, simple and secure, messaging system.
	Data Source	IRM management reports.



Indicator #12: Number of Accountability Review Boards Convened That Find a Serious Injury, Loss of Life or Significant Destruction of Property at a U.S. Government Mission Was Due to Neglect or Breach of Duty		
Output		
TARGETS	FY 2008	None
	FY 2007	None
RESULTS	2006	No Accountability Review Board (ARB) found that a serious injury, loss of life or significant destruction of property at a U.S. Government mission was due to neglect or breach of duty.
	2005	No ARB found that a serious injury, loss of life or significant destruction of property at a U.S. Government mission was due neglect or breach of duty
	2004	No ARB found that a serious injury, loss of life or significant destruction of property at a U.S. government mission was due to neglect or breach of duty.
	2003	No ARB found that a serious injury, loss of life or significant destruction of property at a U.S. Government mission was due to neglect or breach of duty.
DATA QUALITY	Indicator Validation	The Accountability Review Board is a process where all aspects of an incident are investigated, and a determination is made regarding the cause of the incident. The outcome is a consolidated list of findings and recommendations. The measure is useful to management because the ARB directly evaluates whether neglect or breach of duty occurred.
	Data Source	ARB Findings and Recommendations Report to Congress.



Indicator #13: Number of Major Compound Security Upgrade Program Projects Completed at Overseas Posts (PART)		
Output		
TARGETS	FY 2008	Nine major Compound Security Upgrade Program (CSUP) projects to be completed at overseas posts.
	FY 2007	Seven major CSUP projects to be completed at overseas posts.
RESULTS	2006	Seven major CSUP projects were completed at overseas posts.
	2005	Four major CSUP projects completed at overseas posts.
	2004	The number of posts remaining to receive these major security upgrade projects is 112.
	2003	N/A
DATA QUALITY	Indicator Validation	The indicator accurately measures the number of posts receiving major CSUP projects.
	Data Source	The Project Director, who confirms that the project has been completed and is responsible for execution of the CSUP project at the post.



Indicator #14: Number of New Building Sites Acquired for Capital Security Construction Projects in Accordance with the Long-Range Overseas Building Plan (PART)		
Output		
TARGETS	FY 2008	10 building sites are to be acquired for new capital security construction projects.
	FY 2007	11 new building sites are to be acquired for capital security construction projects.
RESULTS	2006	Eight new building sites were acquired for capital security construction projects.
	2005	10 new building sites were acquired in FY 2005 against an original target of nine sites.
	2004	Eight NEC sites were acquired (closed) during the fiscal year.
	2003	Five building sites were acquired for new capital security construction projects.
DATA QUALITY	Indicator Validation	The indicator was chosen as the most comprehensive in determining the actual acquisition of a building site that is essential before constructing a new embassy compound (NEC). New sites are chosen in accordance with the Long Range Overseas Building Plan NEC schedule.
	Data Source	Data source is the formal property settlement (closing) records that legally assign ownership of NEC sites to the U.S. Government. These documents are conveyed to the Department's Overseas Buildings Operations real estate office for safekeeping.



Indicator #15: Number of Capital Security Construction Projects Awarded in Accordance with the Long-Range Overseas Building Plan Schedule (PART)		
Output		
TARGETS	FY 2008	Award 11 new capital security construction projects.
	FY 2007	Award 10 new capital security construction projects.
RESULTS	2006	10 new capital security construction projects were awarded in FY 2006. In addition, Karachi NEC is to be awarded in FY 2007 using FY 2006 appropriations.
	2005	13 capital security construction projects were awarded in FY 2005. In addition, the Baghdad NEC, although not funded as a "capital security construction project," was awarded in FY 2005 as well.
	2004	Awarded 12 new capital security construction projects.
	2003	Awarded nine new capital security construction projects.
DATA QUALITY	Indicator Validation	The indicator was chosen because it represents a critical step in getting new capital security construction projects into construction. Once the projects are funded and the contracts awarded, other performance measures (indicators) are used to track projects in construction through to completion.
	Data Source	Data source is the actual contract negotiated and signed between the construction contractor and the Department of State.



Indicator #16: Construction of New Office Building for the U.S. Mission to the United Nations		
Output		
TARGETS	FY 2008	Construction 99 percent complete; start fit-out and certification. Follow-on effort has been initiated and building commissioning is in progress.
	FY 2007	New Office Building 57 percent complete according to project timeline.
RESULTS	2006	The project is on-schedule and is 25 percent complete (based on project timeline from bid to occupancy). Specific accomplishments this year include foundation preparation, and concrete placement for all the foundations and the floors and walls of the basement. The concrete placement of the first floor slab was initiated and effort started on the first floor concrete walls.
	2005	Demolition of the Existing Office Building (EOB) was completed on the revised contract completion date, April 2005. The second phase of the two-phase solicitation for construction contractors was executed, and proposals were received January, 2005. The design and construction documents were modified, incorporating significant cost reduction measures, and issued to the competing contractors for revised proposals received June, 2005. GSA initiated an amendment to the FY 2006 budget request to provide additional funding to cover the experienced project cost growth. Award of the contract did not occur in FY 2005.
	2004	Interim Office Building (IOB) build out completed and occupied. EOB demolition started. NOB design completed.
	2003	\$14.0 million IOB funding obtained. GSA not able to finalize IOB lease in FY 2003. As a result, lease signing and IOB build-out were delayed to FY 2004.
DATA QUALITY	Indicator Validation	Award of the construction contract, initiation of the construction effort and completion of that construction effort makes the NOB available for occupancy. This represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.
	Data Source	General Services Administration and Department of State's USUN Building Project Manager.



Indicator #17: Renovation/Modernization of the Harry S Truman Building		
Output		
TARGETS	FY 2008	Complete Phase 1B demolition, space planning and infrastructure design. Start construction of infrastructure and Phase I Perimeter Security Improvements.
	FY 2007	Obtain Phase 1B Architect/Engineer (AE) security clearances, award AE contract and start Phase 1B design. Complete design and obtain approvals for Phase I and II Perimeter Security Improvements. Complete construction and occupancy of Nuclear Risk Reduction Center (NRRC) swing space renovation. Obtain initial funds and start design of U.S. Diplomacy Center. Complete Phase 1B Housing Plan and start Space Planning.
RESULTS	2006	Phase 1A renovation ("Old State") completed, including blast resistant window installation and lobby security improvements, and building occupied. Architect/Engineer for Phase 1B selected. Contract for Phase 1 and II Perimeter Security Improvements awarded and design started. NRRC swing space renovated and construction started.
	2005	"Old State" Phase 1A renovation is 99 percent complete. Phase 1A lobby security improvements started. "New State" Phase 1B space planning temporarily halted at 35 percent completion to provide options for consideration by new Department management. U.S. Diplomacy Center concept design completed; final design's architectural, engineering, and exhibit design firm selected. Perimeter Security Improvements concept design received jurisdictional approvals. Jefferson Information Center Construction Documents completed.
	2004	Phase 1A infrastructure completed. Pre-Concept Design for Diplomacy Center completed. Space planning for New State Phase 1B began. Cafeteria North Server upgrades completed. 6th floor Corridor Improvements completed. Network Control Center relocation completed. HST Building Program Development Study completed. Phase 1A Old State blast window replacement on floors 1-8 completed. Old State construction build-out started. Perimeter Security Master Plan completed, with final jurisdictional approvals pending with the National Capital Planning Commission and others.
	2003	Phase 1A of Old State demolition completed; infrastructure construction.
DATA QUALITY	Indicator Validation	A modern State Department Headquarters facility is the primary component of the Foggy Bottom Modernization/Consolidation.
	Data Source	General Services Administration progress reports, occupancy permits and agreements, construction and occupancy schedules, progress meetings, management plans, completed activities, and weekly activity reports.



Indicator #18: Status of Implementation of Joint Financial Management System		
Output		
TARGETS	FY 2008	Provide Joint Financial Management System (JFMS) Steady State operations.
	FY 2007	Provide JFMS Steady State operations. USAID coordinates Phoenix accounting system with JFMS. Continue to meet performance goals in Service Level Agreement.
RESULTS	2006	JFMS supports FY 2006 financial processing for USAID and State in Charleston under a mutually agreed Service Level Agreement that calls for system availability of 98 percent during normal operating hours (23 x 6 Sunday thru Friday).
	2005	<u>Baseline</u> : Phoenix hosted by the Department's Charleston Financial Service Center.
	2004	N/A
	2003	N/A
DATA QUALITY	Indicator Validation	Joint Executive Steering Committee review.
	Data Source	Bureau of Resource Management and Joint Management Council quarterly reports.



Indicator #19: Cost Savings or Cost Avoidance Generated through Competitive Sourcing		
Output		
TARGETS	FY 2008	15 percent cost savings or cost avoidance of competed areas' baseline costs, predominantly from standard competitions.
	FY 2007	15 percent cost savings or cost avoidance of competed areas' baseline costs, predominantly from standard competitions.
RESULTS	2006	\$79.2 million in projected cost savings to customers over 10 years, from one standard competition that was completed in FY 2006. This amount represents approximately 33 percent of the competed area's baseline costs. Customers are expected to save approximately \$8 million per year, or \$79.2 million over the life of the contract.
	2005	Cost avoidance equaling 27 percent achieved.
	2004	\$6.2 million, predominantly in cost avoidance from streamlined competitions; this amount represents approximately 44 percent of competed areas' baseline costs.
	2003	N/A
DATA QUALITY	Indicator Validation	Competitive sourcing promotes competition for performance of commercial functions between the public and private sectors. It enhances the Department's capability to conduct its mission and to be an effective steward of the taxpayers' money. This indicator measures the cost effectiveness of competitive sourcing results by comparing current cost of performance to the result of competitions. Until a service to be competed is identified (and its base costs determined), no dollar amount can be cited in lieu of a percentage.
	Data Source	Competitive Sourcing Program Office. Results of actual streamlined or standard competitions provide cost savings information.



Indicator #20: Number of Non-location-specific Business/Line Service Areas (Traditionally Performed at Overseas Posts) Now Provided by Regional or Centralized Service Centers		
Output		
TARGETS	FY 2008	10 additional service areas
	FY 2007	20 additional service areas
RESULTS	2006	4 service areas
	2005	None
	2004	N/A
	2003	N/A
DATA QUALITY	Indicator Validation	Removal of non-location-specific activities from any given post will accomplish at least one of the following three objectives: 1) increase management flexibility to deploy staff to high priority areas; 2) reduce employee exposure at dangerous locations; and/or 3) allow for more efficient and better quality of service through specialization, standardization and economies of scale. This will allow posts to focus on tasks that must be performed at post and will allow the Department to better support transformational diplomacy.
	Data Source	Data are obtained from regional bureaus, posts and Bureau of Administration records.



Indicator #21: Average Percentage Of UN System Organizations' Workforce (Positions Subject To Geographical Distribution) That Is American		
Outcome		
TARGETS	FY 2008	CY 2007 Target: 10.7 percent
	FY 2007	CY 2006 Target: 10.4 percent
RESULTS	2006	CY 2005 Result: 10.4 percent
	2005	CY 2004 Result: 10.7 percent
	2004	CY 2003 Result: 11.5 percent
	2003	CY 2002 Result: 11.6 percent
DATA QUALITY	Indicator Validation	The number and percentage of American citizens in positions subject to geographic distribution are within the target range for most organizations. The annual targets listed above are for those international organizations where the U.S. has most recently been underrepresented or where there is a high level of interest. By tracking the average percentage over a number of years, the Department will know whether it is making progress in increasing American representation in professional positions in certain UN system organizations, which is our goal.
	Data Source	The Bureau of International Organization Affairs (IO) submits a report to Congress on this issue each year. IO missions accredited to international organizations gather from those organizations and report to Washington data needed to compile the report.



V. Illustrative Examples

Strengthening Consular and Management Capabilities	
E-Passports and Biometric Visas	<p>The Department began issuing tourist e-passports at our Colorado Passport Agency on August 14, 2006 and plans to issue tourist e-passports at all domestic passport agencies by the spring of 2007. The new e-passport integrates the latest concepts in electronic document protection and readability. The e-passport includes a contact-less chip and other major features to enhance security. The chip stores a digital image of the passport bearer as well as the information on the data page and machine-readable zone. The new passport provides American citizens with a travel document that meets or exceeds international standards for passports, assures security and privacy of passport, improves border security, and facilitates international travel.</p> <p>Under the Biometric Visa Program, fingerprints are collected from visa applicants at U.S. Embassies and Consulates abroad. The fingerprints are then cleared against a watchlist containing fingerprints of known or suspected terrorists and criminals, and the biometric data is stored in the Department of Homeland Security's IDENT fingerprint system. Upon arrival at a port of entry in the United States, travelers have their fingerprints matched with those stored in the IDENT database to ensure that the person traveling is the person to whom that visa was issued and to prevent terrorists or other inadmissible aliens from entering the United States using false identities. In FY 2006, State developed and tested new software to capture all ten fingerprints (instead of two) from visa applicants.</p>
Security Advisory Opinions	<p>The Department continuously strengthens the visa process as a tool to identify potential terrorists and others who might pose a danger to national security or safety, and to prevent those people from entering the United States. When a visa applicant's routine name check result indicates a possible match with a known terrorist or terrorism-related identity, the Department, along with interagency partners, conducts a Security Advisory Opinion or SAO. In FY 2005, the Department processed approximately 217,000 SAOs and more than 244,000 in FY 2006. We have made steady progress in reducing SAO processing times and making those times more predictable, while minimizing the impact of our procedures on legitimate travelers.</p>
Mentoring Program Connects People, Services, and Agencies	<p>The Department of State Civil Service Mentoring Program matches Civil Service and Foreign Service mentors with Civil Service mentorees. The number of participants has increased from 24 pairs in the initial pilot program in 2001 to over 150 pairs this year. Participants are from all bureaus, domestic regional offices, and USAID. In surveys over the past two years, 93 percent of the protégés said they would recommend participating in this program to a friend or colleague. The Foreign Service Mentoring Program for Career Candidates is an ongoing initiative to familiarize Foreign Service new hires with the culture of the Foreign Service through direct contact with experienced Foreign Service personnel. Since FY 2002, approximately 2,900 of newly appointed Foreign Service hires participated in the Foreign Service Mentor Program. We have now also invited specialists and generalists to request mentors beyond matches made at entry into the Foreign Service. This year we implemented a Situational Mentoring Program, which enables protégés to consult a list of volunteers willing to talk with them about particular issues. Also, several forms of mentoring, including Foreign Service National (FSN) to FSN, American to FSN, and FSN to American, are now being considered for overseas posts.</p>



Assistance to Americans Abroad - Lebanon Crisis	<p>As part of the Department's Lebanon Task Force, the Bureau of Consular Affairs (CA); consular officers in Beirut, Cyprus and Turkey; and the Bureau of Administration (A) played a pivotal role in helping nearly 15,000 American citizens and their family members depart Lebanon following the initiation of hostilities on July 13 - the largest such USG-assisted departure in recent history. In addition to serving on the Department-wide Task Force, CA stood up two separate Task Forces of its own to field calls, manage casework, and handle data entry. Each Task Force was staffed with up to 15 volunteers and operated 24/7, representing over 6,000 staff hours of service. For the first time during a crisis, CA used its Internet Based Registration System (IBRS) to send updates to some 6,500 registrants and also used its Crisis Database to track the departure of Americans from Beirut and their onward travel to the United States. The Bureau of Administration obtained, and coordinated with the U.S. Department of Defense, transportation out of Lebanon and Cyprus for these U.S. citizens.</p>
Language Training Supports Transformational Diplomacy	<p>To support the Secretary's goals of Transformational Diplomacy, American diplomats must be able to communicate more consistently and fluently in the languages of the countries with which we are engaged as they move from behind desks into the field to shape outcomes rather than just report them. Effectively engaging foreign audiences with America's message of democracy and freedom depends on our ability to do so in host country languages. We must be visible in the foreign media, engage in dialogue and debate in critical languages. To help provide the communicative tools necessary to achieve these goals, in FY 2006 FSI's School of Language Studies conducted training in Critical Needs Languages, including Arabic, Chinese, Korean, Russian, Ukrainian, Turkic Languages (Turkish, Azerbaijani, Kazakh, Kyrgyz, Turkmen, Uzbek), Indic Languages (Urdu, Hindi, Nepali, Bengali, Punjabi, Sinhala etc.), and Iranian Languages (Persian/Farsi, Dari, Tajiki, Pashto, Kurdish). We are expanding pilot programs overseas that teach these skills in the "real world" based on the successful Arab Media Workshop undertaken at FSI/Tunis, strengthening "continuing education" and non-traditional training offerings through short-term in-country "transition" immersions, initiatives for language training and immersions at posts, and growing development and delivery of distance language learning offerings, currently numbering 22 courses in 12 languages. The increased use of distance learning, for example, has enabled us to significantly expand training, including to accommodate continuing requirements for the Diplomatic Readiness Initiative and other new personnel, in cost-effective ways. As the Department expands the emphasis on language ability and ties this to pay for performance and promotion, the demand for language training will continue to expand significantly.</p>
Expanded Training to Assist Victims of International Parental Child Abduction	<p>The Department's Office of Children's Issues, in conjunction with the Foreign Service Institute, inaugurated a training program to teach our staff how to assist parents whose children are victims of an international parental kidnapping. The program is aimed at officers and staff serving overseas, to increase their understanding of the issue as well as their ability to interact with host government colleagues at all levels. Participants come away from the course aware of the wide range of resources available to them, as well as better able to maneuver through the myriad legal obstacles faced by parents who seek to be reunited with their abducted child. During FY 2006, more than 300 officers and locally engaged staff from around the world will have taken part in the training to equip them with the skills needed to deal with the acute challenges of abduction cases.</p>



<p>The Tools to Transform Diplomacy</p>	<p>The focus on new business practices includes the use of Communities of Practice, classified web pages for interagency collaboration, improved document search and retrieval and Virtual Presence Posts:</p> <ul style="list-style-type: none"> • <u>Communities of Practice</u>: The Office of eDiplomacy has facilitated 20 crosscutting communities to link State's knowledge assets across traditional bureaucratic lines. • <u>Document Search and Retrieval</u>: The eDiplomacy office is moving forward with plans to deploy wiki (software that allows users to freely create and edit Web page content) and blog (software that allows users to post and frequently update on-line journals or discussion pages) tools on the Department's OpenNet system. • <u>Virtual Presence Posts (VPPs)</u>: There are now 35 VPPs worldwide which permit Ambassadors and Embassies to engage areas of the world that are underserved by the traditional diplomacy of "bricks and mortar" facilities. A successful effort involves substantial collaboration from multiple agencies on travel, programs, and media outreach, and solid Embassy front office leadership.
<p>An Employer of Choice</p>	<p>The Department met one of the key goals outlined in its 2003-2007 Strategic Recruitment Plan by achieving the status of an identifiable employer of choice that is recognized by its targeted audiences. The Department's message of inclusion, intellectual challenge, professional growth and development, and transformational diplomacy reached its target audiences and resulted in the Department of State's recognition over the last two years as one of the Best Places to Work in the Federal Government. The State Department is also considered an attractive employer among diverse undergraduates, according to the results of a 2006 survey reported by Philadelphia-based Universum Communications. The Universum survey showed that the Department of State has significantly increased its rank as an ideal employer among minority undergraduate students, achieving 4th place recognition, after Google, Disney and Microsoft. Jumping from 36th place a year earlier as an ideal employer in Universum's annual poll of diverse undergraduates, the Department surpasses the rankings of other Federal agencies.</p>
<p>Mobile Computing</p>	<p>The Mobile Computing initiative, known as OpenNet Everywhere (ONE), allows an authorized user "anywhere/anytime remote access to the Department's sensitive-but-unclassified network (OpenNet) from any Internet-connected computer that meets ONE minimum system specifications. ONE provides a user with the following applications: the Microsoft Office suite (including Outlook e-mail); Adobe Acrobat Reader; Internet Explorer; Windows Explorer; and WinZip. A user can map to shared network drives, access the OpenNet Intranet home page, and access most of the linked websites from that page. Most importantly, access to the network through ONE is accomplished securely via VPN technology, and data is maintained centrally on servers, not on users' personal computers, thus allowing the Department to avoid potential security violations and compromise of information, which other USG agencies have experienced. By the end of FY 2006, the Department will have 3,932 core and occasional teleworkers using ONE under the Congressionally mandated telework program. This exceeds the goal of 3,500 ONE users by the end of FY 2006.</p>



Domestic and Overseas Facilities	<p>The Department's goal is to provide secure, safe, and functional domestic and overseas facilities, which is an integral part of the Secretary's quest to advance transformational diplomacy around the world and ensures that U.S. Diplomatic personnel have the platforms to assist them in achieving the foreign policy objectives of the United States.</p> <p>Domestically, the Department employs a long-range asset management plan to guide and improve its use of real estate. A master plan to modernize the Foggy Bottom campus in Washington, D.C., currently in progress, incorporates a multi-phased renovation of the aging Harry S Truman building; collocation of bureaus; and re-location of organizations requiring proximity to Headquarters. Construction of a new building for the U.S. Mission to the United Nations, also underway, will consolidate several New York offices, reducing lease and security costs; this will be the Department's first domestic building designed according to Interagency Security Criteria. The Department plans other projects which will similarly incorporate consolidation; modernization; security improvements; energy conservation; and environmental stewardship.</p> <p>Overseas, the Department is engaged in the most comprehensive Capital Security Construction Program in its history as it seeks to replace nearly 195 security-deficient embassies and consulates and to co-locate all USG personnel. In the past five years, 54 embassies and consulates have been replaced or are under construction with another 12 new embassy compounds scheduled for completion prior to the end of FY-2007. As of the end of November 2006, the Department has re-located 11,189 personnel to new, secure facilities and plans to relocate a total of 15,835 personnel by the end of 2007. As reflected in the FY 2007-2012 Long-Range Overseas Buildings Plan, the Department will replace another 61 embassies and consulates.</p>
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V. Resource Detail

State Operations Appropriations by Bureau (\$ Thousands)

Bureau	FY 2006 Actual	FY 2007 Estimate	FY 2008 Request
Overseas Buildings Operations	1,489,726	1,182,585	1,599,434
Bureau of Diplomatic Security	711,115	773,757	931,317
Bureau of Administration	390,018	408,372	418,775
Bureau of European and Eurasian Affairs	331,500	326,854	336,483
Bureau of Information Resource Management	164,143	159,738	233,997
Other Bureaus	2,656,183	1,242,678	1,309,931
Total State Operations Appropriations	\$5,742,685	\$4,093,984	\$4,829,937